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ABSTRACT

This document presents the Strategic Plan and Academic Development Plan for Kapi'olani Community College (KCC) (Hawaii). The goals maintain or add to current practices and directions. The Academic Development Plan should be used as a point of reference, as a planning document, as leverage for initiatives. KCC has as its mission to broaden access to postsecondary education in Hawaii by providing open-door opportunities for students to enter quality educational programs. In addition to its liberal arts transfer mission, KCC offers the state's only programs in Health Sciences and Legal Education and the only community college Nursing programs on O'ahu. The College's long-range planning process is part of a comprehensive approach which seeks to integrate academic program planning and budgeting through a participatory process involving faculty, staff, and students. Among the planned or anticipated changes are improvements in educational technology and networked communications and new models of delivery, which provide more flexibility in course offering and in responding to the changing needs of businesses and students. This report also shows some indicators of program demand, efficiency, and outcomes, which have been used as the basis for strategic decision-making. (JA)

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UNIVERSITY OF HAWAI'I KAPI'OLANI COMMUNITY COLLEGE

Strategic Planning Council
Co-Chairs: Frank Abou-Sayf, Jan McWilliams, Louise Pagotto

April 17, 1997

To: John Morton, Provost

Subject: Kapi'olani Community College Strategic Plan

We are honored to present you with the Kapi'olani Community College Strategic Plan 1997-2007, a single document whose genesis is the culmination of a collaboration that spanned two years, involved almost 800 people and underwent eleven revisions. The foundation for the Strategic Plan was laid in 1995-1996 by the over 700 faculty, staff and students who participated in the Retreat to the Future activities. Using their original dreams and wishes, the Strategic Planning Council, consisting of 32 faculty, 7 staff, 4 students and 16 members of the community, worked together over a period of four months to develop the specific goals and performance objectives that form the Plan. Attached is a list of the participants.

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The Strategic Planning Council met three times (January, February and March 1997). Four different subgroups met separately during those months to formulate the goals and objectives in four areas: Provide access, quality, service; Champion diversity; Acquire and manage resources; and Function as a system. Two draft versions of the report, the first arid the sixth, were circulated to members of the Strategic Planning Council for their input and suggestions. College administrators received, in addition, the seventh and eighth drafts.

The process allowed for broad-based participation and ownership by all segments of the College and the community. We are especially grateful for the participation of two groups often missing from college planning: students and community members. The success of this two-year collaboration speaks to the tangible benefits of an inclusive process and of shared governance in planning.

We are confident that the Strategic Plan charts meaningful directions for KCC's future-directions that will result in quality educational experiences for faculty, staff, and students.

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Kapi'olani Community College

Strategic Plan 1997 - 2007

Kapi'olani Community College has a unique mission in the community college system. In addition to its liberal arts transfer mission, KCC offers the state's only programs in Health Sciences and Legal Education and the only community college Nursing programs on O'ahu. The College has also developed a successful Food Service and Hospitality Education program and an innovative Business Education program.

KCC focuses on the following cross-curricular initiatives, which serve to integrate course content, infuse skills and provide cohesive learning contexts:

Writing Across the Curriculum
Thinking and Reasoning Emphasis
Hawaiian and Asian Pacific Emphasis
Information Technology Emphasis
Mathematical Reasoning
Service Learning

This document presents KCC's Strategic Plan for 1997-2007. It is designed to build upon the College's existing strengths, initiatives and commitment to excellence. The goals in this document maintain, enhance or add to current practices and directions.

Goal A
Provide Access, Quality, and Service

1. Increase Access.

1.1. Incorporate the appropriate uses of information technology into instructional programs and services to students, including making the resources of the college available 24 hours a day to the students and the community.

1.2. Use the technological capabilities to deliver and promote appropriate distance learning.

1.2.1. Develop and market on-line courses in academic areas uniquely available from the College or in one of its areas of expertise.

1.2.2. Partner with publishers to gain access to course materials.

1.2.3. Provide library support for distance learning.

1.2.4. Commit institutional resources to innovative approaches to distance learning, including the integration of various delivery systems within a single course.

2. Ensure Quality Programs.

2.1. Ensure the quality of teaching.

2.1.1. Assure faculty and staff professional development.

2.1.2. Promote faculty participation in Classroom Assessment Techniques (CATs), Teachers Talking To Teachers About Teaching (TTTT), Orientation, Advising and Registration (OAR), Peer Coaching and Mentoring.

2.1.3. Provide opportunities for faculty to collaborate, for example through the development of interdisciplinary courses and Learning Communities.

2.1.4. Provide faculty with international educational opportunities.

2.2. Orient programs towards student-centered learning.

2.2.1. Promote the use of credit-by-examination, LEAP and other approaches in certifying competencies and students' prior knowledge.

2.2.2. Support the growth of Service Learning and other community-based learning efforts.

2.2.3. Support Learning Communities through innovations such as block scheduling.

2.3. Ensure the quality of academic programs.

2.3.1. Enrich the general education offerings.

2.3.2. Assure access to core courses.

2.3.3. Assist students in successful transfer to senior institutions.

2.3.4. Improve student readiness for and transition into college vocational and liberal arts programs.

2.4. Seek a close integration of credit and non-credit courses and reduce the demarcation between academic and vocational training.

2.5. Consolidate lecturer credits into full-time positions.

2.6. Develop multidisciplinary academic certificates.

2.7. Structure new certificate programs and promote Associate in Technical Studies (ATS) degrees to address workplace needs.

3. Expand Services On Campus, To The Community and To The State.

•*Campus*

3.1. Provide a secure campus environment.

3.2. Encourage creative alternatives to student parking on campus.

3.3. Implement campus-wide recycling programs.

3.4. Develop a strong collaboration between the Office of Continuing Education and Training (OCET) and the Liberal Arts and Vocational Educational programs and Student Services.

3.5. Promote co-curricular activities.

3.6. Develop a technology-based student registration system.

3.7. Encourage community contribution in KCC affairs.

3.7.1. Organize a group of trained community volunteers to provide campus services.

3.7.2. Emphasize the importance of Community Advisory Groups in the development of KCC's vocational programs and in the Service Learning initiative.

3.7.3. Encourage community assessment of activities identified in this Strategic Plan.

3.8. Encourage student voice in the development of the campus environment.

3.9. Demonstrate the importance of aesthetics in education through art work, landscaping and lighting.

3.10. Provide extended library and computing center hours.

3.11. Provide tutorial support for students.

3.12. Provide access to current technologies for faculty, staff and students on campus.

•*Community*

3.13. Create greater community awareness of KCC by advertising its contributions to the community.

3.14. Foster a community-friendly campus environment by offering facilities and services needed by the community.

3.14.1. Offer a variety of meals prepared by Food Service students at affordable prices.

3.14.2. Provide recreational areas and activities, particularly for senior citizens.

3.14.3. Offer exercise classes at low cost.

3.15. Work with community members to develop new and to modify existing academic and outreach programs to meet community needs and make use of community resources.

3.16. Provide administrative support for faculty and staff engaging in community service.

•*State*

3.17. Collaborate with private educational institutions in Hawai'i to meet state needs.

3.18. Establish partnerships with K-12 schools to increase the pool of better prepared students by participating in programs such as School To Work Opportunities and by initiating apprenticeships and internships.

3.19. Offer training opportunities for high school instructors such as the Hawai'i Writing Project and Internet workshops.

3.20. Collaborate and create partnerships with industry, government and unions to identify, develop and deliver education and training programs to meet the growing state and regional needs.

3.21. Offer programs to meet the employment demand in Hawai'i's health industry, including more bridges to baccalaureate and graduate programs for health students.

3.22. Deliver contract training and services to support the state's economic development, especially through OCET.

Performance Objectives

1. *Establish the Culinary Institute of the Pacific.*
2. *Establish criteria for consolidating or eliminating programs.*
3. *Conduct annual program reviews.*
4. *Disseminate department-specific annual program review reports to faculty and staff for planning and decision making.*
5. *Gather assessment data for current and projected educational and employment needs at the state, national and international levels.*
6. *Connect all faculty and staff electronically.*
7. *Create a center for faculty and staff to meet, communicate and socialize.*
8. *Create a center for students to meet, communicate and socialize.*
9. *Establish a visiting scholar, artist and expert program.*
10. *Establish a guest speaker bureau.*
11. *Adopt partners for apprenticeship training, such as hotels, restaurants or medical providers.*

12. *Offer degrees and certificates for cross-training and retraining graduates of selected programs.*

13. *Publish the schedule of courses on line.*

14. *Create a data registry of KCC students from high school to graduation.*

15. *Create an electronic bulletin that promotes the activities of KCC.*

Goal B
Champion Diversity

1. Strengthen KCC as a Premier Resource in Hawaiian, Pacific Island and Asian Programs

1.1. Enrich The Curriculum With An Intercultural Emphasis On Hawai'i, The Pacific Islands And Asia.

1.1.1. Collaborate with the School of Hawaiian, Pacific Island and Asian Studies.

1.1.2. Focus on Native Hawaiian and other indigenous issues in the Pacific Islands, Asia and the Americas.

1.1.3. Invite Hawaiian, Pacific Island and Asian experts and artists to the campus.

1.1.4. Formalize exchange protocols with institutions of higher education in Polynesia, Micronesia, Melanesia, Australia and Asia.

1.1.5. Relate Hawaiian, Pacific Island and Asian artwork to the curriculum.

1.1.6. Develop faculty opportunities through the Pacific Postsecondary Education Council and the Pacific Region Educational Lab.

1.1.7. Emphasize and develop the teaching of Hawaiian, Pacific Island and Asian languages.

1.1.8. Establish communication on diversity initiatives among emphasis coordinators, department chairs, Faculty Senators, administrators and counselors.

1.1.9. Establish links with Pacific Island and Asian scholars and students at the East-West Center.

1.2. Become A Major Site For The Development Of Instructional Resources And Languages Of Hawai'i, The Pacific Islands And Asia.

1.2.1. Provide curriculum development workshops in collaboration with indigenous educators in the region.

1.2.2. Develop the library collection.

1.3. Shape A Campus Environment That Reflects The Hawaiian, Pacific Island And Asian Diversity Of Our Community.

1.3.1. Use Hawaiian culture and language protocol in welcoming important visitors to campus.

1.3.2. Seek faculty, staff and student input to connect Hawaiian, Pacific Island and Asian curriculum with co curricular events.

1.3.3. Promote Hawaiian, Pacific Island and Asian art through the Koa Gallery.

1.3.4. Cultivate native plants throughout the campus landscape.

2. Recruit And Retain Students, Faculty, Staff and Administrators From Under-Represented Groups, Especially Hawaiians.

2.1. Support the Native Hawaiian Vocational Education program in its efforts to recruit and retain Native Hawaiian students.

2.2. Work with community-based organizations such as Alu Like, the Kamehameha Schools and the Office of Hawaiian Affairs (OHA) to offer opportunities for post-secondary education.

2.3. Explore and develop other financial aid opportunities.

2.4. Develop a peer advising program which brings together successful and new students, faculty and staff.

2.5. Recruit and retain international students through efforts such as marketing and advertising abroad and offering academic, social and cultural services.

3. Promote A Respect For Differences.

3.1. Develop co-curricular strategies that foster 'ohana in campus life.

3.2. Collaborate with ethnically-based community organizations.

3.3. Focus Service Learning on cross-cultural and intergenerational service in the community.

3.4. Provide students with international educational opportunities.

3.5. Involve international students in campus and classroom activities related to their culture and language.

3.6. Focus faculty and staff development activities and across-the-curriculum initiatives on the diverse learning styles of our students

3.7. Support international student initiatives such as the International Buddies.

Performance Objectives

1. *Offer Hawaiian, Pacific Island, Asian and Multicultural Studies Academic Subject Certificates.*

2. *Create an indigenous studies web sight to connect regional institutions with indigenous studies efforts on the mainland and throughout the world.*

3. *Create on-line resources, including course materials and scholarly works.*

4. *Develop pedagogical material on Hawai'i, the Pacific Islands and Asia.*

5. *Hold the Asia-Pacific Festival annually and provide appropriate venues for all cultural performances.*

6. *Develop an internship program to support educators from under-represented groups.*

7. *Establish a clearinghouse for diversity initiatives.*

8. *Develop teacher training workshops which focus on Native Hawaiian and Pacific Islander learning styles.*

9. *Double the number of international students at KCC.*

10. *Offer new housing arrangements to international students through agreements with the East-West Center and the UH Manoa.*

11. *Establish the Kapi'olani English Language Institute.*

12. *Create an international student center.*

13. *Create a central clearinghouse for all study-abroad activities.*

Goal C
Acquire and Manage Resources Innovatively

1. Generate Revenues.

1.1. Involve students, faculty, staff and business partners in fund-raisers.

1.2. Maintain strong enrollment through innovative undergraduate marketing approaches such as the use of the University's and the HVCB's expertise and resources.

1.3. Raise private support for selected programs through strategies such as Adopt-A-Program, auctions and endowments.

1.4. Provide a structure for obtaining extramural funds.

1.5. Develop corporate partnerships to derive financial support and training in return for KCC providing onsite training, resource development and public acknowledgment of corporate support.

1.6. Offer opportunities for non-residents, both domestic and international, to enroll in programs that are reserved for residents.

2. Manage Finances.

3. Operate And Maintain Facilities.

3.1. Use community efforts such as faculty, staff and student clean-ups to maintain existing facilities.

3.2. Implement an aggressive program of maintenance and repair that will ensure continued quality in the physical environment of the college.

4. Restructure Management Systems.

4.1. Optimize seat availability by modifying academic policies such as setting limits on course repetition and changing the add-drop period.

4.2. Implement enrollment management strategies such as over-booking, wait-listing and charging a drop-fee, and develop coordinated course scheduling across campuses.

4.3. Structure management information systems which facilitate workflow input and decision making.

5. Manage Human Resources.

5.1. Encourage faculty, staff and student participation in management decisions.

5.2. Structure work groups to foster innovation, efficiency and cost effectiveness.

5.2.1. Conduct town hall meetings for students, staff, faculty and community members.

5.2.2. Access existing resources such as the League for Innovation in the Community Colleges and other national endeavors.

Performance Objectives

1. *Obtain external funding for a thorough exploration of the role of the US in the Pacific in conjunction with the centennial of American involvement in Hawai'i, American Samoa and Guam.*

2. *Hold special fund-raisers such as golf tournaments, scholarship drives, fun runs, art auctions and dinners.*

3. *Establish a KCC credit card in partnership with a major bank.*

4. *Establish a "cybercash" or "cybercoin" account to which tuition, books and other purchases could be charged.*

5. *Charge a systemwide application fee.*

6. *Hire an expert grant proposal writer.*

7. *Hire a development expert to network, recruit and maintain donors and seek contracts.*

8. *Develop international and multicultural educational packages.*

9. *Develop and provide resources for a comprehensive marketing plan for KCC.*

10. *Initiate year-round schedules for selected programs and activities.*

11. *Establish an alumni association.*

12. *Establish new student fees to support electronic enrollment services.*

13. *Broker international programs.*

Goal D
Contribute to the Efforts of Functioning as a System

1. Play An Active Role In Streamlining Academic Procedures.

1.1. Streamline student transfer procedures.

1.2. Establish technology-based models for registration and enrollment.

1.3. Develop close collaboration between the UH Manoa Academic Procedures Committee and the CC Registrars Ad-Hoc Committee.

1.4. Develop KCC-specific placement test norms on systemwide tests.

1.5. Participate in the development of systemwide databases.

2. Participate In Systemwide Instructional Initiatives.

2.1. Collaborate with specific UH Manoa departments.

2.2. Collaborate on systemwide articulation efforts.

2.3. Support the systemwide efforts of the General Education Project.

2.4. Initiate systemwide discussions on innovative initiatives such as campuses assuming entrepreneurial roles and the implementation of student fee schedules.

Performance Objectives

1. *Appoint staff to assist students in the transfer process, including tours, visitations and coordination with UH Manoa transfer advisers.*

2. *Utilize systemwide computerized data bases.*

3. *Use KCC-specific norms for the systemwide placement tests.*

4. *Evaluate the language requirement waiver process.*